Missouri Department of Corrections
Office of the Director
Research, Planning & Process Improvement Section
Planning & Grants Unit

Improving Lives for Safer Communities

DOC Strategic Plan

FY2021 Initiatives Progress Report

October 16, 2020

Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of September 30, 2020:

- Of the 27 initiatives for FY2021, 67% (18) are chartered and moving towards implementation. Two are complete.
- The plan to safely re-open the institutions amid COVID19 is complete.
- Two (2) more of the 10 new initiatives were chartered.

For the complete report on September's initiative highlights, see Appendix A.
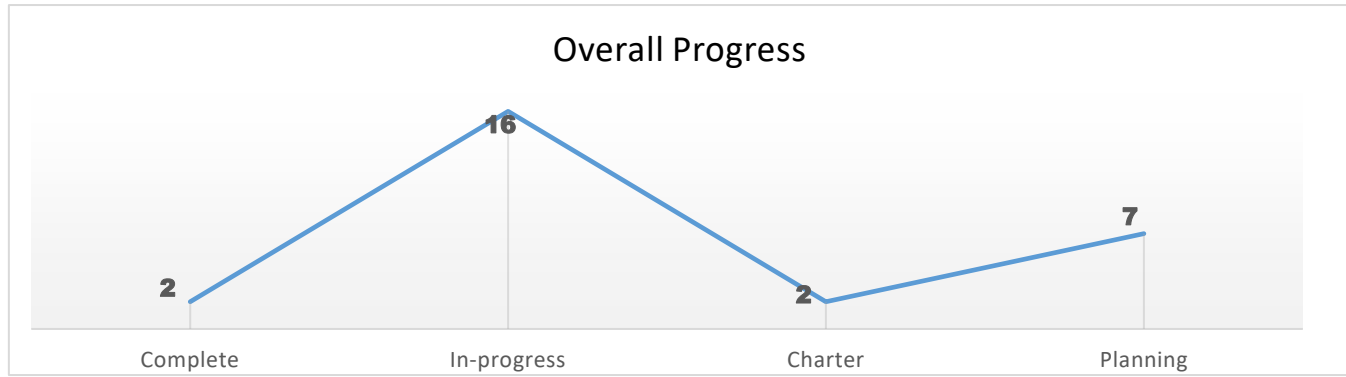
Statistics & Analysis

The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, nine (9) under improving workforce, and eight (8) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of initiatives under the safe work environment and the reducing risk and recidivism themes are in-progress, and approximately half are on track to be complete by the end of fall. Initiatives in-progress under the improving workforce theme increased by 36% in September.

Table 1: FY21 Progress of Strategic Plan Projects by Theme

	Initiative Status			
Placemat Themes	**Complete**	**In-progress**	**Charter**	**Planning**
Safer Work Environment (10)	10%	60%	10%	20%
Improving Workforce (9)	11%	45%	11%	33%
Reducing Risk & Recidivism (8)	0%	75%	0%	25%

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Figure 1: Progress of Strategic Plan Initiatives by Status

The 27 division led projects are currently in the following statuses: Two (2) are complete (7%), 16 are in-progress (59%), and Two (2) are Chartered (7%). The remaining seven (7) are in planning (26%).

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division							
Status	**Overall**	**OOD**	**P&P**	**DORS**	**DAI**	**DHS**	**Parole Board**
Complete	2	0	0	0	1	1	0
In-Progress	16	1	0	5	6	3	1
Charter	2	0	0	0	1	1	0
Planning	7	3	0	0	1	3	0
Total Initiatives	**27**	**4**	**0**	**5**	**9**	**8**	**1**

All five (5) of the initiatives assigned to DORS are in-progress, along with Six (6) of the nine (9) assigned to DAI. There are seven (7) initiatives in the planning phase: three (3) are assigned to OOD, one (1) to DAI and three (3) to DHS.

Implications & Recommendations

Progress continues with the initiatives this FY. Initiatives in the complete status increased by 100%, while those in "planning" status decreased by 22%. Only seven (7) initiatives remain in the planning phase, and we are working to get them chartered and on the road to implementation. And as always, team leads are encouraged to get with the Planning Unit or their division leaders if they have any questions on how to move forward with their projects.

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Appendix A:

September Initiative Highlights

11.101 - Staffing Pattern & Shift Analysis
Off-track (with plan to rectify)
- The vendors have not been able to conduct site visits due to the COVID, and they are not expected to visit until at least the end of the year. The current contract will expire at the end of 2020. Conversations are pending with the contractor about the site visits.

11.110 - Offender Mail
Off-track (with plan to rectify)
- They are still in negotiations with the vendors and hope to have it completed by the end of December. They plan to have a management meeting with the vendors in early October to discuss JPay's scope of work.

11.202 - Improve Safety at Regional Offices/Training Centers and Central Office
Off-track (with plan to rectify)
- The final report was submitted on 08/04/20, they are waiting for feedback.

11.207 - Identification & Tracking of Security Threat Groups
Off-track (with plan to rectify)
- The DAI Executives are working to finalize the manual and get this completed.

12.104 - Automated Time Keeping System for DAI
Off-track (with plan to rectify)
- This is still in testing, and the 'bugs' are being worked out. An update is not expected on this until after the first of 2021.

21.405 - Create Employee Wellness Program
On-track
- They completed an analysis of the staff wellness needs survey; wellness programs and activities will be developed based on the survey results.

31.113 - Ashland University Expansion
On-track
- Three locations (CCC, MECC and NECC) were added to the program.

Strategic Initiative Dashboard

FY2021 Initiatives

Values in circles indicate % of milestone complete

- On-Track (green)
- Off Track with plan (yellow)
- Off Track – with no plan (red)

Safe Worksites | Equip Staff to Succeed

Safer Work Environment
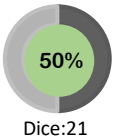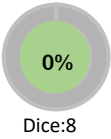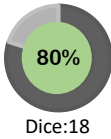
Initiative	%	Dice
Staffing Pattern & Shift Analysis	50%	Dice:21
Offender Censorship	0%	Dice:8
Identification & Tracking of Security Threat Groups	80%	Dice:18
Transition to Electronic Files to Support Work-From-Home	0%	Dice:18
Automated Time Keeping System for DAI	73%	Dice:11
Offender Mail	50%	Dice:8
Improve Safety at Regional Offices/Training Centers and Central Office	50%	Dice:10
Offender Suicide Prevention	33%	Dice:15
Institutional COVID-19 Testing for Safe Reopening	100%	Dice:7
Develop System For Virtual Training	0%	Dice:8
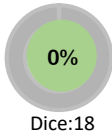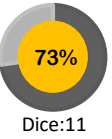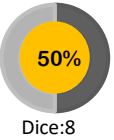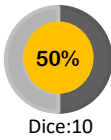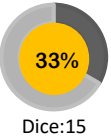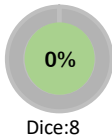
Hire, Develop, Retain Quality Staff / Health & Wellness | Develop Corrections Brand

Improving Workforce

Initiative	%	Dice
Identification of Core CO-I Competencies	100%	Dice: 8
Implement Frontline Onboarding	33%	Dice:10
Corrections Way Training to Frontline Staff	0%	Dice:12
Redevelop the Intranet	10%	Dice:9
Adopt Trauma Informed Culture at Female Institutions	0%	Dice:8
Develop Onboarding for Supervisory Staff	0%	Dice: 28
Transformation Training Academy	10%	Dice:8
Create Employee Wellness Program	33%	Dice:12
Repurpose the Citizen's Advisory Committee (CAC)	0%	Dice:24
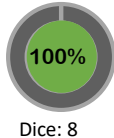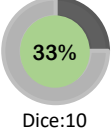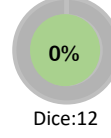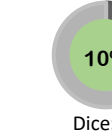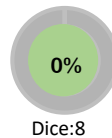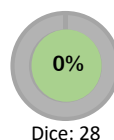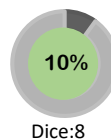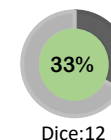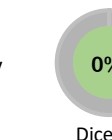
Prep for Release | Parole Board

Reducing Risk & Recidivism
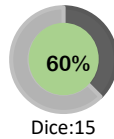
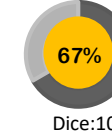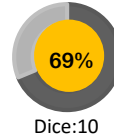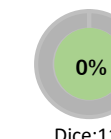| Initiative	%	Dice
Ashland University Expansion	60%	Dice:15
Institutional Programming and Activities Conform with Evidence Based Practice	.05%	Dice:8
Program Model for Court Referred Short-Term Offenders	0%	Dice:8
Quality Control and Quality Assurance Support for Correctional Programming	0%	Dice:8
Re-Create Release Guidelines	67%	Dice:10
Establishment of an Offender Nursing Home with Outside Partner	69%	Dice:10
Community Peer Specialist	0%	Dice:11
Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard	9%	Dice:8
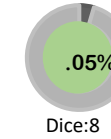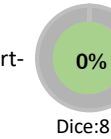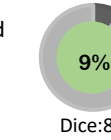
Dice scores last calculated Jan 2020   **Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed)   - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk)   - 18+ woe zone (highly likely to fail, need decisive action to salvage)